

063 - SOCIAL SERVICES AGENCY

Operational Summary

Mission:

To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, and protect vulnerable adults and children.

Strategic Goals:

- To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.
- To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.
- To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promotes employment opportunities and family self-sufficiency.
- To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

Key Outcome Indicators:

Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
CHILD WELFARE SERVICES PERFORMANCE MEASURES What: Percent of child welfare services performance measures that exceed the State outcome target. Why: Placements give children permanency & stability in family environments free from abuse and neglect.	SSA is exceeding State Performance Improvement Plan goal for each of the performance measurements identified. SSA's recurrence rate of maltreatment was relatively stable over last 3 years; however, there was a slight increase from 6.2% to 7.1% since FY 03/04. Efforts continue to reduce this rate.	By developing a Differential Response program and expanded implementation of Family Resource Centers, Wraparound, Team Decision Making meetings, and Icebreaker meetings, SSA anticipates reduction in numbers of children requiring out-of-home care to meet/exceed State performance standards/outcomes.	SSA continues to meet/exceed State PIP goals, Children & Family Svcs placed greater emphasis on family engagement, Adoptions program implemented changes to case review & finalizations process, and emphasis continues to improving service delivery through use of Structured Decision Making.

Key Outcome Indicators: (Continued)

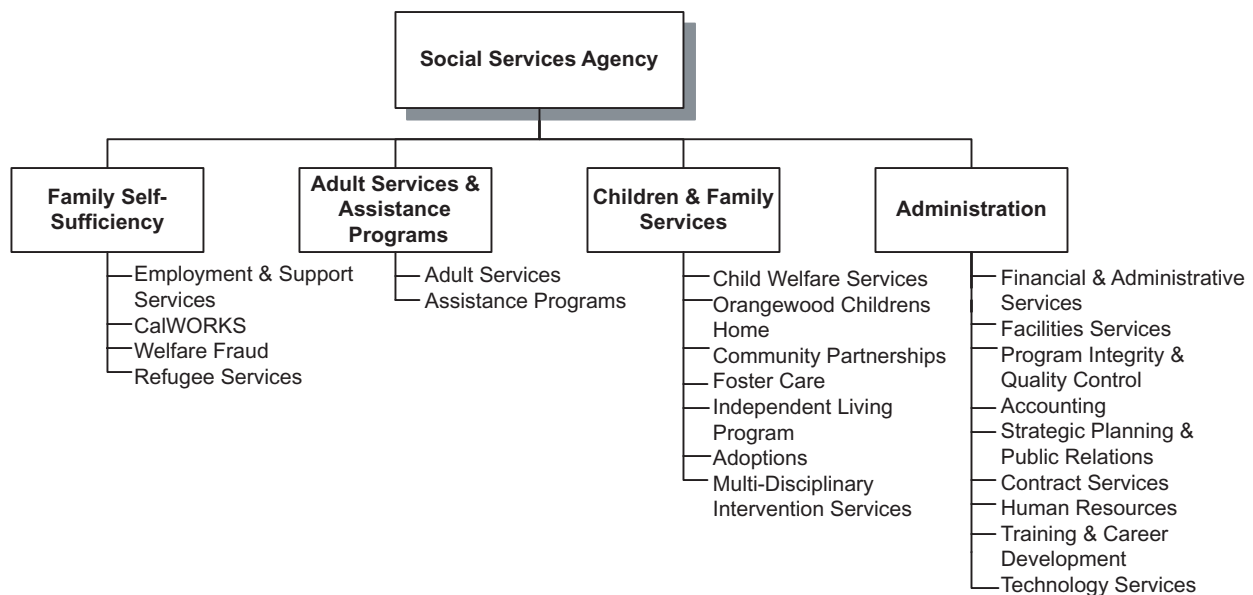
Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY What: This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders. Why: Ability to preserve assets is difference between expected quality of life or facing severe hardship.	In FY 04/05 over 17.3 million in assets were protected or recovered for clients that fell victim to financial abuse. This collection amount represents 86.5% of SSA's goal.	To protect or recover approximately \$20,000 in assets for abused or exploited elder and dependent adults. Continuation of this program at the same resource level while expanding the opportunity for collaborative efforts and increased use of best practices as a means to increase our recovery rate.	The Agency continues to support collaborations and practices which have proven successful in protecting and recovering assets and providing resources to maintain current service levels. Strategies include participation in the Financial Abuse Specialist Team and Elder Abuse Prevention Coalition.
MEDI-CAL COVERAGE What: Number of children and adults with Medi-Cal Coverage Why: Monitoring persons served by this program alerts us to the medical requirements of needy families.	The monthly average number of people with Medi-Cal coverage was 298,964. Enrollment for Medi-Cal increased by 1.1% compared to the prior fiscal year due to regulation changes. Outreach efforts and instituted mandated program changes simplified and eliminated some of the barriers to participation.	Continue exploring innovative processes and partnerships to maximize the use of resources and maintain program integrity. Additional social workers are being hired to perform community outreach and eligibility determination for low-income families that have not enrolled in Medi-Cal.	The Agency continues to maintain existing projects, where feasible, coupled with legislation and business process enhancements that simplify and expedite the application processing which is resulting in continued coverage for those determined eligible.
PERCENT OF CALWORKS PARTICIPANTS FULLY ENGAGED IN EMPLOYMENT, EDUCATION, AND/OR SERVICE ACTIVITIES. What: The movement of participants toward employment and economic self-sufficiency. Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment.	Three areas of employment measurement in the Welfare-to-Work program have increased since FY 04/05. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities. A local group was formed to improve work participation rates.	Evaluate and build on outcomes of prior year strategies that were effective in meeting program mandates and bringing positive client outcomes. Enhance practices supporting child safety and family well-being and placing participants in quality jobs offering opportunities for long range success.	All three areas of measurement have increased since FY 2004/05. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities.

FY 2005-06 Key Project Accomplishments:

- SSA was successful in accomplishing its strategies set forth in the 2005 Business Plan. Success is determined through a combination of factors including learning how to better serve our clients; determining which business practices are most efficient and effective; and identifying how SSA efforts have contributed to improved client outcomes. The following list provides a brief summary of our key accomplishments:
- Ensured that Medi-Cal eligibility determinations, reinvestigation, and Medi-Cal Eligibility Data Services (MEDS) worker alerts were processed within State and Federal tolerance levels.
- Increased the number of "Medi-Cal Only" eligible recipients by 101% over the past five years and the total program growth including individuals receiving Medi-Cal benefits linked to other programs was 58%.
- Developed an effective collaboration between Children and Family Services and Family Self-Sufficiency to support implementation of the CalWORKs Structured Decision Making tool in all regional offices; fully integrated staff into the Family-to-Family initiative through attendance at Team Decision Making meetings; and ultimately increased the number of mutual clients receiving CalWORKs supportive services.

- Developed and implemented a Welfare-to-Work mandatory participant monitoring tool to assess effectiveness of case management strategies for achieving greater effectiveness to meet increased outcome requirements anticipated under welfare reform reauthorization.
- Optimized the use of Wraparound program services to meet the individual and unique needs of children, which resulted in a substantial reduction in the number of children in congregate care.
- Continued the expansion of support services for birth parents and relative caregivers to include Wraparound and Multi-dimensional Treatment Foster Care (MTFC).
- Implemented In-Home Supportive Services Independence Plus Waiver, significantly increasing the federal funding for the program by partnering with California Department of Social Services (CDSS) to develop procedures and protocols for complying with new mandates.
- Partnered with California State University Long Beach and Ventura and Santa Barbara counties to secure a grant for graduate education on the aging population.
- Ensured that all Divisions continued planning and transformation of business processes to gain maximum value of CalWIN implementation for the Agency and all of its collaborative partners.

Organizational Summary



Family Self-Sufficiency (FSS) - CalWORKs - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

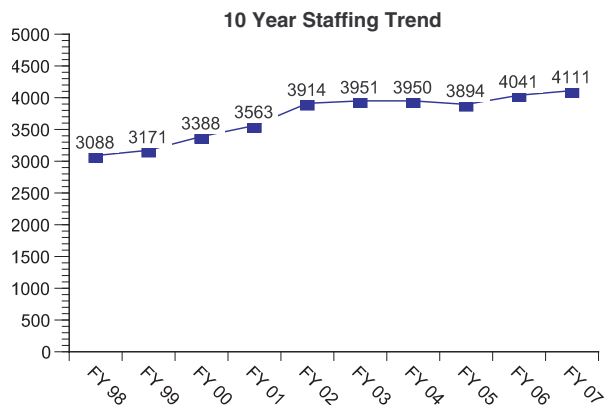
Adult Services & Assistance Programs - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

Children & Family Services - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

Administration - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal and facility management, human resources, accounting, systems, training, research, contract services, strategic planning, legislative analysis, and program integrity functions.

SSA Director - Supports the goals of the agency by directing all agency programs and operations.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Although the number of CalWIN limited term positions was reduced in the third quarter of FY 05/06, the overall SSA staffing level in FY 06/07 has increased from 05/06. This is due to mid year increases in Medi-Cal, IHSS, and Administrative support. During the 06/07 Budget Augmentation Process 39 positions were added in support of Medi-Cal, Wraparound, Cash Assistance Program for Immigrants, Children and Family Services, and Administrative Support.
- SSA staffing levels have increased from FY 04/05 to FY 05/06 due to mid-year adjustments in meeting state standards in the Medi-Cal and IHSS programs. In addition, limited-term positions were added in FY 05-06 in support for CalWIN implementation in February 2006.
- SSA staffing levels have decreased from FY 02/03 to FY 04/05 due to deletion of long term vacant positions and an early retirement incentive offered in FY 02/03.
- SSA staffing levels increased from FY 97/98 to FY 01/02 due to the following:
 - Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multipurpose Senior Services, Foster Care, Child Welfare Services Caseload Growth
 - Governor's Adoptions Initiative
 - County Restructuring
 - Welfare Reform
 - Orangewood Children's Home (AB 1197)

- Technology Support for Mandated Systems
- Placement Resources and Support
- Transfer of Multipurpose Senior Services Program from CSA
- Independent Living Program
- Child Welfare Services Workload Relief
- Transfer of Welfare Fraud Investigation Staff from District Attorney
- Transfer of Proposition 10 positions to SSA

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA has confirmed strategies for focusing staff efforts and use of available resources for the achievement of the Agency's goals. Monthly meetings of the SSA Management Leadership Team are used to track the achievement of goals; assess progress made on improving outcomes and performance measures; and to confirm that identified strategies are on target.

The following key strategies were developed with the input of all SSA divisions to embrace the achievement of the Agency's vision, mission, and goals and to support the priorities of the Board of Supervisors as outlined in the Strategic Financial Plan and approved budget. The strategies are for 2006 and they all have expected accomplishment dates of December 30, 2006.

Complete a Peer Quality Case Review and a Children and Family Services Review, as required by AB636, and findings will be used in 2007 for the development of an updated System Improvement Plan.

Implement strength-based best practices to increase the percentage of families who reunify within twelve months, increase the percentage of children experiencing no more than 2 out-of-home care placements in the first 12 months in foster care, decrease the percent of cases with a substantiated referral that had another substantiated child abuse and neglect referral within six months, and increase the percent of adoptions finalized within 24 months.

Collaborate with community partners to conduct outreach and implement a specialized staffing unit to enroll eligible uninsured children in Medi-Cal.

Evaluate and implement effective case management strategies, including offering an expanded range of Welfare-to-Work activities that meet the diverse needs of participants.

Develop and utilize management reports to monitor staff performance and the effectiveness of service strategies.

Implement training for identifying lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.

Maintain Assistance Programs accuracy during and after CalWIN implementation.

Continue to work with the Child Welfare Services Planning Council to oversee the CFS Family to Family Initiative, Quarterly Community Forums and identifying resources/services needed to support the community.

Changes Included in the Base Budget:

Retirement Cost Increase - Due to increased retirement contribution requirements, SSA has budgeted an increase in appropriations of just over \$11 million for retirement rate increases. Projected program allocations are not sufficient to cover the increased cost of doing business. Therefore, the increased retirement costs are being offset by 1) an NCC cost avoidance of \$4.1 million associated with holding positions vacant in accordance with State and Federal funding limitations as staff leave or retire; 2) the \$2.5 million reallocation of the projected Foster Care, CalWORKs, and General Relief Aid Payment NCC savings; and 3) a \$4.4 million contract reduction savings. In order to absorb other salary related increases, SSA is also delaying the purchase of non-critical Information Technology purchases until funding levels are established by the State in the summer of 2006.

CalWIN Maintenance and Operation Support - All California counties are mandated to participate in a Statewide Automated Welfare System for supporting eligibility determination, benefit calculation, case management tracking, client correspondence issuance, and report generation for the CalWORKs, Medi-Cal, Food Stamps, Foster Care, Refugee Cash

Assistance, Cash Assistance Program for Immigrants, and General Relief programs. Orange County is one of 18 counties that make up the Welfare Client Data System (WCDS) Consortium and have developed the CalWORKs Information Network (CalWIN) system.

Orange County went live with CalWIN in February 2006 and will switch over to the Maintenance and Operation (M&O) funding from the State in August 2006. The unmet needs of the CalWIN M&O allocation exceed \$2 million and are being absorbed within SSA's Federal and State allocations.

The successful implementation and maintenance of CalWIN is a top priority for SSA. If Orange County exceeds the national error tolerance for Food Stamps as a result of CalWIN implementation, SSA must repay all federal benefits issued in error. Non-compliance with Medi-Cal performance standards and/or inappropriate processing of quarterly MEDS reconciliation reports could each result in a 2% fiscal sanction, which collectively represents an exposure to paying \$3.4 million in fiscal penalties.

Ongoing Funding for IHSS Provider Payments - SSA has budgeted a total County cost share amount of \$18.9 million to manage the increased provider wage of \$9.00, the benefit costs, and the increased caseload growth assuming with full State participation. This funding amount is offset by \$12.2 million in realignment revenue and \$1.9 million in 14T funds.

Workload Projections - Adult Protective Services (APS) is forecasted to experience a 5% growth, which could be further impacted by the implementation of mandated financial abuse reporting by financial institutions. IHSS is also projected to experience a 9% growth. Both APS and IHSS program cost increases are being absorbed within the Agency's current NCC target and 14T reserve funds.

Medi-Cal is projected to increase 4% while CalWORKs caseloads may decline by 5% and children's services caseloads will most likely remain relatively flat or slightly decline. Federal and State revenue program allocations are projected to remain essentially status quo with the FY 2005-06 program allocations and not fully fund increased costs of doing business. Agency position vacancies have been prioritized in accordance with program revenue reimbursement limitations.

Increased Costs of Doing Business and Funding Limitations - Costs associated with an increase of \$2.3 million in cost applied County provided services, negotiated county salary and benefit changes, and legislative program changes will require close monitoring of workload requirements and enhanced quality assurance measures. The optimization of staff deployment will be continuously assessed and modified

to mitigate degradation of services and maximize Federal and State allocated program revenue. When the Governor's budget is finalized and SSA has received the FY 2006-07 funding allocation levels, SSA will return to the Board in the CEO's First Quarter Budget Report to make any necessary budgetary and staffing adjustments.

Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 6 Positions and Funding for Medi-Cal/CalWORKs Records Retention/Files Management Amount:\$ 217,884	Add 6 positions to assist in the purging of records to provide additional storage capacity.	Reduce the need for extra help positions and purge at least 150,000 files annually.	3217
Add 2 Positions and Funding for Wraparound Program Support Amount: \$ 87,384	Add 2 positions to support increasing caseloads in the Wraparound Program.	Provide the necessary support to serve approximately 300-380 families per month.	3306
Add 2 Positions and NCC for Emergency Response Recovery Operations Plan Development Amount:\$ 127,282	Add 2 positions to develop an Emergency Response Recovery Plan for SSA clients and resources.	Develop ERPP to ensure the smooth long-term recovery operations of SSA facilities.	3353
Add 3 Positions and Funding for Cash Assistance Program for Immigrants Program Amount:\$ 149,832	Add 3 positions to address growing caseloads and requirement of the CAPI.	Reduce the current 270 case backlog and assist with the applications of SSI/SSP eligible clients.	3360
Add 21 Positions and Funding for Children & Family Services Amount:\$ 1,156,880	Add 21 positions to meet growing caseloads and mandates for Children and Family Services.	Increase the completion of TDMs by 100 per month and reduce caseloads per worker.	3370
Add 5 Positions and Funding for Purchasing Unit Amount:\$ 238,466	Add 5 positions to address increasing workload in department purchasing and contracts.	Ensure timely processing of procurements and processing of department RFPs.	3526

Final Budget History:

Sources and Uses	FY 2004-2005 Actual Exp/Rev	FY 2005-2006 Budget	FY 2005-2006 Actual Exp/Rev ⁽¹⁾	FY 2006-2007 Final Budget	Change from FY 2005-2006	
		As of 6/30/06	As of 6/30/06		Actual Amount	Percent
Total Positions	3,986	4,072	4,072	4,111	39	0.96
Total Revenues	381,456,308	377,699,341	371,056,415	380,650,799	9,594,385	2.59
Total Requirements	384,378,084	414,333,261	397,112,771	416,491,589	19,378,818	4.88
Net County Cost	2,921,776	36,633,920	26,056,357	35,840,790	9,784,433	37.55

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2005-06 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page A75

Highlights of Key Trends:

- Ensuring compliance with State and Federal program mandates for providing social services is a primary focus of the Agency. Regulations specify the types of services; amounts of assistance benefits; time frames

for delivery of services and/or benefits; accuracy levels that must be maintained in administering programs; and Statewide statistical measurements for tracking performance. The mandates, laws, and regulations governing programs administered by the Agency are sub-

ject to frequent changes due to Federal and State legislative and government agency actions; funding reductions; and sometimes court rulings.

■ These changes present many challenges and often require major changes in the service environment. SSA is proud of its record this past year in complying with all program mandates.

Budget Units Under Agency Control:

No.	Agency Name	Family Self-Sufficiency (FSS) - CalWORKs	Adult Services & Assistance Programs	Children & Family Services	Administration	SSA Director	Total
063	Social Services Agency	101,430,458	93,280,002	131,915,770	80,291,601	9,573,758	416,491,589
064	In-Home Supportive Services (IHSS)	0	24,346,741	0	0	0	24,346,741
065	CalWORKs Family Group / Unemployed Parents	96,484,989	0	0	0	0	96,484,989
066	Aid to Families with Dependent Children - Foster Care	0	0	112,754,361	0	0	112,754,361
067	Aid to Refugees	260,862	0	0	0	0	260,862
069	General Relief	0	803,078	0	0	0	803,078
102	Santa Ana Regional Centre Lease Conveyance	0	0	0	3,311,557	0	3,311,557
12S	SSA Donations & Fees	0	0	3,602,762	0	0	3,602,762
12W	Wraparound Program	0	0	14,061,075	0	0	14,061,075
14T	Facilities Development and Maintenance	0	0	0	9,296,237	0	9,296,237
590	In-Home Supportive Services Public Authority	0	777,599	0	0	0	777,599
	Total	198,176,309	119,207,420	262,333,968	92,899,395	9,573,758	682,190,850

063 - Social Services Agency

Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual Exp/Rev	Budget As of 6/30/06	Actual Exp/Rev ⁽¹⁾ As of 6/30/06	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 43,464	\$ 438,461	\$ 20,147	\$ 5,273	\$ (14,874)	-73.83%
Intergovernmental Revenues	379,656,233	370,734,059	365,670,682	372,716,850	7,046,168	1.93
Charges For Services	697,189	220,813	527,013	2,090,475	1,563,462	296.66
Miscellaneous Revenues	898,559	140,060	900,569	140,000	(760,569)	-84.45
Other Financing Sources	160,863	6,165,948	3,938,005	5,698,201	1,760,197	44.70
Total Revenues	381,456,308	377,699,341	371,056,415	380,650,799	9,594,385	2.59
Salaries & Benefits	243,914,527	263,561,933	260,888,747	261,751,796	863,049	0.33
Services & Supplies	102,531,265	129,880,117	120,556,223	129,999,022	9,442,799	7.83
Other Charges	40,669,350	20,575,641	16,004,597	24,889,473	8,884,876	55.51
Fixed Assets	7,936	619,591	293,380	983,358	689,978	235.18
Other Financing Uses	0	2,074,264	1,846,916	1,318,915	(528,001)	-28.59
Intrafund Transfers	(2,744,994)	(2,378,285)	(2,477,092)	(2,450,975)	26,117	-1.05
Total Requirements	384,378,084	414,333,261	397,112,771	416,491,589	19,378,818	4.88
Net County Cost	\$ 2,921,776	\$ 36,633,920	\$ 26,056,357	\$ 35,840,790	\$ 9,784,433	37.55%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2005-06 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Final Budget Summary of Family Self-Sufficiency (FSS) - CalWORKs:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual Exp/Rev	Budget As of 6/30/06	Actual Exp/Rev ⁽¹⁾ As of 6/30/06	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 639	\$ 0	\$ 3,916	\$ 0	\$ (3,916)	-100.00%
Intergovernmental Revenues	100,878,234	99,159,726	93,264,983	97,678,424	4,413,441	4.73
Charges For Services	0	0	6,796	0	(6,796)	-100.00
Miscellaneous Revenues	40,082	0	89,154	0	(89,154)	-100.00
Other Financing Sources	0	2,955,434	2,955,434	0	(2,955,434)	-100.00
Total Revenues	100,918,955	102,115,160	96,320,283	97,678,424	1,358,141	1.41
Salaries & Benefits	53,300,879	56,966,193	54,771,860	51,261,203	(3,510,657)	-6.41
Services & Supplies	35,625,699	37,701,974	36,145,851	31,704,276	(4,441,575)	-12.29
Other Charges	13,544,267	16,631,225	11,655,086	18,464,979	6,809,893	58.43
Fixed Assets	0	5,000	7,891	0	(7,891)	-100.00
Other Financing Uses	0	0	604,490	0	(604,490)	-100.00
Total Requirements	102,470,845	111,304,392	103,185,178	101,430,458	(1,754,720)	-1.70
Net County Cost	\$ 1,551,890	\$ 9,189,232	\$ 6,864,895	\$ 3,752,034	\$ (3,112,861)	-45.34%

Final Budget Summary of Adult Services & Assistance Programs:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual Exp/Rev	Budget As of 6/30/06	Actual Exp/Rev ⁽¹⁾ As of 6/30/06	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 15,277	\$ 0	\$ 464	\$ 1,762	\$ 1,298	280.01%
Intergovernmental Revenues	134,126,724	125,668,023	128,018,538	131,951,279	3,932,741	3.07
Miscellaneous Revenues	330,536	0	86,476	0	(86,476)	-100.00
Other Financing Sources	0	4,250	0	0	0	0.00
Total Revenues	134,472,538	125,672,273	128,105,477	131,953,041	3,847,564	3.00
Salaries & Benefits	74,313,903	82,527,892	82,262,778	82,751,301	488,523	0.59
Services & Supplies	11,866,514	11,008,542	11,927,484	9,832,367	(2,095,117)	-17.57
Other Charges	23,585,686	178,768	703,177	1,970,145	1,266,968	180.18
Other Financing Uses	0	70,000	874,459	0	(874,459)	-100.00
Intrafund Transfers	(1,502,915)	(1,273,811)	(1,411,154)	(1,273,811)	137,343	-9.73
Total Requirements	108,263,188	92,511,391	94,356,744	93,280,002	(1,076,742)	-1.14
Net County Cost	\$ (26,209,350)	\$ (33,160,882)	\$ (33,748,733)	\$ (38,673,039)	\$ (4,924,306)	14.59%

Final Budget Summary of Children & Family Services:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual Exp/Rev	Budget As of 6/30/06	Actual Exp/Rev ⁽¹⁾ As of 6/30/06	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 5,251	\$ 0	\$ 6,083	\$ 3,000	\$ (3,083)	-50.68%
Intergovernmental Revenues	117,997,363	123,214,918	125,451,262	122,567,357	(2,883,905)	-2.30
Charges For Services	697,189	220,813	520,217	2,090,475	1,570,258	301.85
Miscellaneous Revenues	123,838	135,000	675,480	140,000	(535,480)	-79.27
Other Financing Sources	160,787	3,206,264	982,413	5,248,201	4,265,788	434.22
Total Revenues	118,984,429	126,776,995	127,635,455	130,049,033	2,413,578	1.89
Salaries & Benefits	93,849,121	95,556,328	96,057,635	94,488,124	(1,569,511)	-1.63
Services & Supplies	28,680,275	33,747,281	30,835,971	35,332,049	4,496,078	14.58
Other Charges	2,023,952	2,920,849	2,061,847	3,011,235	949,388	46.05
Fixed Assets	0	148,200	39,741	30,000	(9,741)	-24.51
Intrafund Transfers	(412,656)	(838,474)	(825,663)	(945,638)	(119,975)	14.53
Total Requirements	124,140,692	131,534,184	128,169,531	131,915,770	3,746,239	2.92
Net County Cost	\$ 5,156,263	\$ 4,757,189	\$ 534,077	\$ 1,866,737	\$ 1,332,660	249.53%

Final Budget Summary of Administration:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual Exp/Rev	Budget As of 6/30/06	Actual Exp/Rev ⁽¹⁾ As of 6/30/06	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 305	\$ 0	\$ 43	\$ 511	\$ 468	1,098.41%
Intergovernmental Revenues	18,243,640	20,687,128	14,022,193	15,781,100	1,758,907	12.54
Miscellaneous Revenues	207,504	0	66,465	0	(66,465)	-100.00
Other Financing Sources	0	0	0	450,000	450,000	0.00
Total Revenues	18,451,449	20,687,128	14,088,701	16,231,611	2,142,910	15.21
Salaries & Benefits	23,762,410	27,932,712	27,642,249	27,123,170	(519,079)	-1.88
Services & Supplies	25,074,025	47,284,336	39,812,353	51,016,973	11,204,620	28.14
Other Charges	1,050,650	831,576	1,024,702	1,429,626	404,924	39.52
Fixed Assets	7,936	466,391	245,748	953,358	707,610	287.94
Other Financing Uses	0	0	367,967	0	(367,967)	-100.00
Intrafund Transfers	(257,569)	(266,000)	(240,275)	(231,526)	8,749	-3.64
Total Requirements	49,637,451	76,249,015	68,852,744	80,291,601	11,438,857	16.61
Net County Cost	\$ 31,186,002	\$ 55,561,887	\$ 54,764,043	\$ 64,059,990	\$ 9,295,947	16.97%

Final Budget Summary of SSA Director:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual Exp/Rev	Budget As of 6/30/06	Actual Exp/Rev ⁽¹⁾ As of 6/30/06	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 21,992	\$ 438,461	\$ 9,641	\$ 0	\$ (9,641)	-100.00%
Intergovernmental Revenues	8,410,271	2,004,264	4,913,706	4,738,690	(175,016)	-3.56
Miscellaneous Revenues	196,599	5,060	(17,006)	0	17,006	-100.00
Other Financing Sources	77	0	158	0	(158)	-100.00
Total Revenues	8,628,938	2,447,785	4,906,499	4,738,690	(167,809)	-3.42
Salaries & Benefits	(1,311,786)	578,808	154,226	6,127,998	5,973,772	3,873.40
Services & Supplies	1,284,752	137,984	1,834,563	2,113,357	278,794	15.20
Other Charges	464,795	13,223	559,785	13,488	(546,297)	-97.59
Other Financing Uses	0	2,004,264	0	1,318,915	1,318,915	0.00
Intrafund Transfers	(571,854)	0	0	0	0	0.00
Total Requirements	(134,093)	2,734,279	2,548,574	9,573,758	7,025,184	275.65
Net County Cost	\$ (8,763,030)	\$ 286,494	\$ (2,357,925)	\$ 4,835,068	\$ 7,192,993	-305.06%